

## BOARD MEMBERS

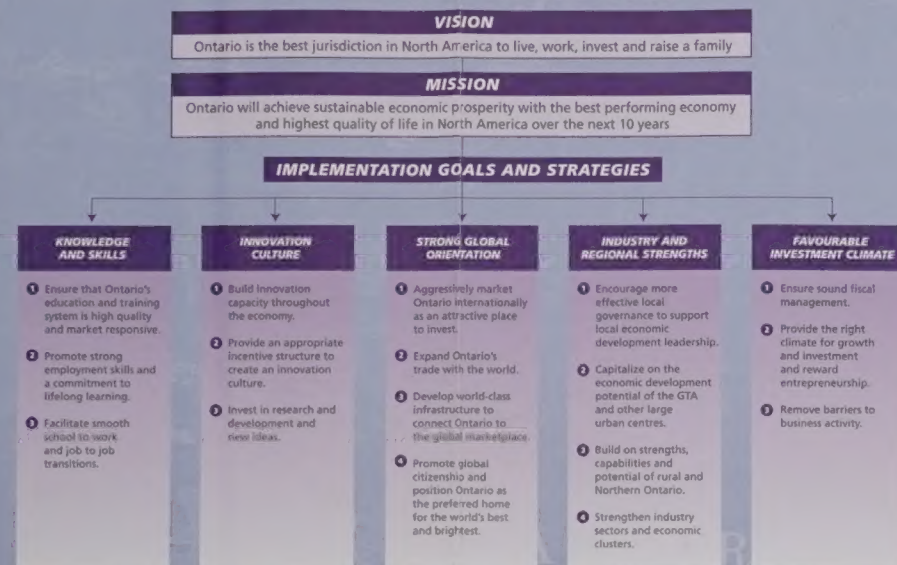
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Valley Resort  
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Stage Employees  
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President  
A & L Computer  
Software Limited

\* also special advisory panel member

## ECONOMIC MISSION



## CIRCLE OF PROSPERITY



Beginning with the mission statement, this framework illustrates the mutually supportive and reinforcing relationship among government, businesses, communities and individuals in order to foster long-term job creation and economic growth, as well as the interdependence of a well-performing economy and a high quality of life.

March, 1999

## A ROAD MAP TO PROSPERITY

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## ROLES AND RESPONSIBILITIES IN ACHIEVING THE PLAN

### STRATEGIC GOALS

#### KNOWLEDGE FOR SKILLS AND PROSPERITY

Ontario will be recognized as a model jurisdiction known for its high quality and adaptable workforce. Ontarians will have the knowledge and skills - emphasizing creativity and entrepreneurship - to provide a strong foundation for sustained prosperity.

#### INNOVATION CULTURE

Ontario will be a leader among North American jurisdictions within the next ten years in building "innovation capacity" throughout the economy and in translating ideas and research into commercial success.

#### STRONG GLOBAL ORIENTATION

By the end of the next decade, Ontario will be one of the best international jurisdictions in terms of: export and international trade performance; infrastructure to support the movement of people, goods, services and information; global citizenship and cosmopolitan outlook; preferred home for the world's "best and brightest." Toronto will be ranked as one of the leading international city-regions for business and quality of life.

#### BUILDING ON OUR INDUSTRY AND REGIONAL STRENGTHS

All regions of Ontario will realize their full economic development potential, and will be home to globally competitive, thriving businesses, industry sectors and communities within 10 years.

#### FAVOURABLE INVESTMENT CLIMATE

Ontario will be one of the best places in North America to invest and do business within five years.

### INDIVIDUALS

- Commit to lifelong learning through continuous upgrading of skills and knowledge.
- Make sound, informed decisions about what you need to learn.
- Acquire skills you need for employment.
- Adopt the entrepreneurial spirit required to achieve your goals.

- Take initiative, be creative, take risks and be confident about doing things in new ways.
- Learn to use new technologies and become better at dealing with change.
- Acquire teamwork, communication and problem-solving skills.

- Think globally.
- Acquire international business and language skills and work experience.
- Promote Ontario as a place to live, invest and visit when you travel.

- Actively engage in the economic development in your community.
- Be a local "champion" and provide leadership in your community.
- Promote your community and region as a place to live, invest and visit.

- Take advantage of entrepreneurial opportunities.
- Celebrate local successes.
- Ensure that government and public institutions are accountable.
- Be "demanding" consumers and taxpayers.

### BUSINESSES

- Re-invest a greater portion of earnings into workforce skills upgrading and training.
- Identify the future skills your business will need.
- Invest in equipping your employees with necessary skills.
- Provide youth with work experience, career counselling, mentoring, and job opportunities.

- Sponsor and champion risk-taking and idea generation.
- Examine processes, practices, policies and structures for improvements to strengthen innovation capacity.
- Invest in more innovative and productive business concepts and technology applications.
- Provide attractive research and career development opportunities to retain and attract people with talent and skills.

- Adopt globally-oriented strategies.
- Act as pro-Ontario "ambassadors" to market Ontario.
- Invest in retaining and attracting the "best and brightest".

- Be better and faster in identifying emerging market trends, and in bringing new products and solutions to market.
- Be more outward looking and export-oriented
- Work with sector or economic cluster partners to identify and act on opportunities to improve competitiveness.
- Play an active role in economic development at the local level.

- Invest in new technology and training to improve productivity.
- Work co-operatively with other businesses, labour and communities to build a competitive economy.
- Forge partnerships to strengthen industry sectors and clusters.

### GOVERNMENTS

- Implement a single, simple to understand, made-in-Ontario employment and training system to eliminate duplication. P/F
- Set and enforce high standards for education and training. P
- Wisely invest public funds available for education and training. P/F
- Ensure education and training remain accessible. P/F

- Review current incentive structures so that risk-taking is not penalized. A
- Take a forward-looking approach to regulations and standards to ensure positive impact on competitiveness and new business opportunities are seized. A
- Foster an environment in which innovation and entrepreneurship can flourish. A
- Be innovative in delivery of services and programs. A

- Ensure Ontario offers a competitive and attractive climate for investment and job creation. A
- Aggressively market Ontario as a place to live, invest and visit. A
- Be fast, flexible and adaptable in order to meet the competitive challenges of a dynamic and ever-changing global economy. A
- Promote open and fair markets, domestically and internationally. P/F

- Invest in building research and development and idea generation capacity.
- Support efforts to create accessible mechanisms to connect researchers, entrepreneurs and business to expertise and information on technology transfer, commercialization and intellectual property. A
- Create positive climates for business investment. A
- Respond quickly to changes in the competitive global economy. A
- Develop the infrastructure and common platforms that support economic clusters and industry sectors and enable access to global markets. A

- Ensure sound fiscal management and competitive taxes. A
- Remove barriers to business activities and job creation. A
- Strategically invest to create competitive advantages. A

M - Municipal / P - Provincial / F - Federal / A - All levels

### EDUCATIONAL AND OTHER INSTITUTIONS

- Strive for excellence.
- Foster entrepreneurship and innovation.
- Increase market-responsiveness by post-secondary institutions.
- Expand education and training partnerships among business and government.
- Professional, trade and labour associations representing individuals promote training and life-long learning.

- Strive for excellence.
- Adapt more quickly to change and respond to market opportunities.
- Engage in more basic and applied research.
- Act as catalysts in the development of new and better products, processes and technologies.
- Promote the sharing and commercialization of new ideas.
- Develop people-based and infrastructure networks.

- Equip students and our workforce with the skills, global mindset and an entrepreneurial spirit to do business in the global marketplace.
- Ensure Ontario's educational standards match or exceed the best international benchmarks for academic performance.
- Encourage international student exchanges and study programs.
- Attract "best and brightest" researchers and educators.

- Strengthen role as catalysts in regional economic development.
- Produce graduates with world-leading business, entrepreneurial and technical skills.
- Perform leading-edge, commercially-viable research.
- Foster and participate in private-public partnerships to support economic development.

- Look outward to find new links to the economy.
- Look inward to adapt to the changing demands of the 21st century.

## A Summary of the Economic Plan for Jobs in the 21st Century by the Ontario Jobs and Investment Board

To receive a copy of the 84-page report call 1-888-JOBGROW or visit our website at [www.ontario-canada.com/jobgrow](http://www.ontario-canada.com/jobgrow)

## A ROAD MAP TO PROSPERITY

In early 1998, Premier Mike Harris asked the Ontario Jobs and Investment Board to lead the development of an economic vision and action plan for the 21st Century - a strategy to ensure jobs, investment and economic prosperity for Ontarians over the next five, 10 and 20 years.

The Premier challenged the Board to develop these economic strategies as a key component in achieving the overall vision for our province: to make Ontario the best place in North America to live, work, invest and raise a family. The Board was asked to make recommendations on which actions individuals, businesses, public institutions, governments and other sectors should undertake to prepare Ontario for a new century of hope, opportunity and success.

In setting about the task of developing long-term strategies for job creation and economic growth, the Ontario Jobs and Investment Board spearheaded the largest public consultation on the economy in Ontario's history. The Board urges all sectors and communities to continue this important dialogue, to discuss, plan, and take action to achieve our common goals.

A Road Map to Prosperity details economic strategies and recommends priorities for action to ensure a strong, vibrant economy in Ontario, built on the foundation of a creative, adaptable and skilled workforce. The ideas, insights, strategies and actions outlined in our report have one basic aim: to set out a constructive road map to give Ontario the competitive edges we need to make it to the top... and stay there.

Ontario Jobs and Investment Board  
March 1999

For more information, call  
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or visit our Web site at  
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## ECONOMIC MISSION STATEMENT

Ontario will achieve sustainable economic prosperity with the best performing economy and the highest quality of life in North America over the next 10 years.

As Ontarians we have a lot going for us and a lot that we can be proud of. The United Nations consistently ranks Canada as the best place in the world to live. Toronto is recognized as one of the best cities in the world to live and do business. However, economic prosperity is not something we can take for granted. A recent study by the Organization for Economic Cooperation and Development (OECD) forecast a substantial decline in Canada's economic performance and quality of life, unless we prepare ourselves better for the challenges of the future. Clearly, the decisions and actions we take now matter deeply for years to come.

Our challenge, then, is to ensure that Ontario continues to prosper in a rapidly changing world. The Jobs and Investment Board has developed an economic mission statement and a series of strategic goals to provide us with a road map to the 21<sup>st</sup> Century.

This *Road Map to Prosperity* is the result of extensive consultation and deliberation, and is based on the insights, ideas and experiences of thousands of Ontarians. It is an action plan for Ontario to lead the way in the global economy; to ensure that our economic strength is sustainable; and that the benefits are enjoyed by everyone in this province.

All of the Board's recommended strategies and ideas for action have been developed as the "road map" to achieve our bold economic mission. That mission is to achieve sustainable economic prosperity with the best performing economy and the highest quality of life in North America.

This is not an action plan for the provincial government alone, but a challenge for all participants in our economy. The Board wants to challenge and "stretch" all Ontarians. Some might say it is too big a stretch. Nevertheless, the Board strongly believes that the bar must be set high enough so that Ontarians are challenged to achieve our full potential.

Each of the five strategic goals or "destinations" on our *Road Map to Prosperity* is not separate or distinct, but has many inter-connections and interrelationships. Taken as a whole, these five destinations on our road map outline the journey we need to begin.

The Board challenged participants at our regional conferences and consultations not just to think of possible actions for the provincial government but for all parts of Ontario's economy. We were pleased to hear support and consensus in favour of new, flexible approaches to bring together organizations, individuals and interests around common objectives.

The "21 Priorities," and the strategies, ideas and actions flowing from them, are intended for every player in the Ontario economy, working separately and together toward a shared vision.

Our road map is just that – a road map.

There are many individual routes and route combinations to choose from. How you get to a destination is a function of many individual and collective decisions.

To achieve Ontario's mission of sustainable economic prosperity with the best performing economy and highest quality of life in North America, we must move forward together to achieve all strategic goals.

*Road Map to Prosperity* charts where we need to go in order to achieve sustainable economic success, and the partnerships, innovative approaches and actions we will need to take us there.

# 21 PRIORITIES FOR THE 21<sup>ST</sup> CENTURY

## Quality and Excellence

Establishing and maintaining standards that meet or surpass our international competitors at all levels of the education and training system.

- Accountability framework for elementary and secondary schools which sets and measures performance targets
- Independent quality assessment for post-secondary institutions
- World-class research institutions

## Invest in Learning

Commitment to life-long learning – the continuous upgrading of skills and knowledge, in our personal lives and in developing skills to meet workplace demands.

- A single, simplified made-in-Ontario system for training and employment services
- More workplace training
- Ensure that financing is not a barrier to qualified students
- Expand the number of placements in universities, colleges and training programs to keep pace with needs

## Connect Education to the Workplace

Market responsive education and training – ensuring a match between skills learned and skills required in the workplace, and ensuring smooth transition from school to work and job to job.

- Establish new "Charter for Colleges" for the 21<sup>st</sup> Century that allows colleges to be more market-driven and flexible
- Encourage college-university-private sector partnerships and community college-university cooperation
- Develop "Skills Passport" for Ontarians, to record the skills and experience individuals have acquired
- Provide workplace exposure for all secondary students
- Improve career counselling and information available to Ontarians of all ages
- Significantly increase work experience for post-secondary students including enhanced co-op education programs

## Innovative and Flexible Education and Training Delivery Systems

Taking advantage of technology to connect students to workplaces, new sources of information and applied learning opportunities.

- Enhance the use of advanced technology in learning
- Create an Ontario Distance Education network to improve access to learning for part-time and at home students
- Province-wide "digital library" network

## Attract and Retain the Best and the Brightest

Attracting the world's best and brightest minds – students, researchers, entrepreneurs, managers, professionals, and artists – to Ontario, will act as a magnet for new investment, and in turn attract more talent, generate spin-off companies and champion the development of an innovation culture.

- Raise awareness of Ontario's strengths and opportunities among promising researchers and innovators around the world
- Seek more private sector support for post-secondary scholarships
- Attract more skilled immigrants and immigrant investors
- Ensure credentials earned in Canada and abroad have the widest possible acceptance

## Build Innovation Capacity

Innovation-supportive environments are important to ensure that entrepreneurs and innovators can prosper; new discoveries and ideas are recognized and commercialized quickly; economic clusters and niche business opportunities are nurtured; and local champions of innovation are supported.

- Create public/private vehicle to provide strategic advice on R&D priorities, science and technology, and champion innovation
- Connect entrepreneurs, researchers and small or start-up companies to information and expertise on technology transfer, intellectual property protection and commercialization
- Find flexible ways to support strategic research and leading edge opportunities not currently supported by government programs
- Maximize the benefits of federal science and technology programs to Ontario research institutions and companies

## Celebrate and Promote Our Innovation Excellence

We should shine a spotlight on our innovation and successes, from leading-edge technologies to artistic excellence, to position Ontario as a champion of innovation.

- High profile annual innovation awards celebrations
- Businesses showcasing new technologies, innovations and scientific equipment in schools, colleges, universities, and the media
- Education and arts profiling their research and innovations

## Foster Entrepreneurship and Initiative

Recognizing the value and benefits of entrepreneurship, creativity and initiative should be continual themes within our education and training system, and throughout our society.

- Expand entrepreneurship and business courses at the secondary and post secondary levels
- Increase youth exposure to mentoring, dialogue with innovation champions and leaders, interdisciplinary learning, community volunteering and real work experiences

## Build "Scientific Literacy" and Awareness

Embracing science and technology should be part of Ontario's "culture" to help the province to take full advantage of new opportunities in a rapidly changing world.

- Business and science leaders and organizations to be champions, mentors and leaders to young Ontarians
- Increase access to expertise in other jurisdictions by collaborating on international research projects

## Infrastructure for Growth and Competitiveness

Investment in the infrastructure and technology "enablers" to sharpen Ontario's competitive edge and access to global markets.

- Make strategic investments to improve the movement of people, goods and information.
- Establish Ontario as a global Internet and electronic business hub
- Create high-tech, interconnected network of "smart communities" – with infrastructure to support knowledge-based jobs – across the province

## Expand Ontario's Trade with the World

Exports account for almost half of the economic activity and wealth generated in this province – and increased exports are essential to our standard of living.

- Expand Ontario's share of the U.S. market and diversify into emerging export markets around the world
- Encourage export-driven growth in Ontario's small- and medium-sized enterprises
- Eliminate impediments to the free flow of goods within Canada and through Ontario's international gateways

## Enhance our Attractiveness in the Global Economy

New investment creates jobs, facilitates economic diversification and encourages international best practices in the global economy.

- Aggressively market Ontario as a prime destination for foreign direct investment in North America
- Build first-class investment sales force
- Provide a customer-focused, "one window" investor service

## A Global Orientation for Ontarians

By embracing a global way of thinking, Ontarians will strengthen their self-awareness and potential for success in the global economy.

- Capitalize on our diverse multicultural population and business connections to international markets
- Champion the free flow of goods, services and ideas within Canada and around the world
- Expand international business, language training and student exchange programs

## Build on the Potential of Ontario's City-Regions

Around the world, cities are the focal points for creativity, innovation, production and the supporting infrastructure. Ontario's largest urban areas will continue to be central in our economic development strategies.

- Encourage local leadership to develop globally-competitive regional economic development approaches
- Give prior attention to the economic challenges and opportunities facing the Greater Toronto Area and Golden Horseshoe – Canada's only global scale city-region

## A Strong Local/Regional Role in Economic Development

A "bottom up" approach that reflects the unique economic characteristics, strengths and potential of Ontario's diverse regional economies.

- Build on the opportunities to develop, diversify and expand the international market potential of Ontario's northern, rural and agricultural economies
- Enable local governments with the right flexibility, scale and tools to be globally competitive with other communities and regions around the world

## Strengthen Firms and Industries

Creative approaches to develop fast-growing, innovative Ontario firms into larger, global players that are internationally competitive.

- Improve Ontario's investment climate, including better access to capital, R&D and skills
- Increase private sector involvement in information-sharing and networking among fast growing innovative firms

## Sound Fiscal Management

Ensuring that tax dollars are spent efficiently and wisely is essential in creating an attractive environment for new investment and the jobs it creates, and to maintain the quality of life Ontarians desire.

- Legislation requiring balanced budgets
- Start paying down Ontario's large debt

## Provide the Right Incentives for Growth and Investment and to Reward Innovation

Innovation is inherently risky and it is important to ensure that the appropriate rewards are in place so that risk-taking is not penalized.

- Continue to cut taxes
- Legislate a requirement for voter approval for new taxes, for rate increases for major taxes
- Address access to capital gaps, to facilitate additional investment in fast-growing innovative firms and small businesses
- Ensure R&D tax incentives are effective

## Remove Barriers to Business Activity

Ontario must foster a smart, streamlined and fair regulatory environment that promotes competition, efficiency and innovation in the marketplace.

- Ensure new regulations pass a "business impact" test
- Continue to eliminate red tape

## Follow Through on Strategies and Actions

Taking the time to look into the future is important at all levels of the economy, and the dialogue should continue.

As an immediate response to the ideas for action in this report, the Government of Ontario should assign clear responsibility for guiding follow-through on the recommendations, including:

- Preparing implementation plans
- Establishing performance measures
- Bringing together action-oriented alliances

## Measure Our Progress

Performance measurement is critical in the implementation of this proposed strategic plan. An advisory group, comprised of private sector, academic and government experts should be established to develop appropriate measures to ensure that progress is being made and reported to the people of Ontario.